



SAPIO Commerce

Corporate overview for investors and strategic partners

SAPIO Commerce is responsible for developing a digital commerce ecosystem that combines direct-to-consumer sales with Industrial B2B Relationship Commerce. Its purpose is to connect companies, products and supply capabilities with buyers, enabling marketplace discovery to develop into a commercial relationship, an agreement and an order.

An opportunity in industrial B2B commerce

In industrial commerce, finding a product is often only the beginning. Buyers need to assess suppliers, clarify specifications, negotiate quantities and terms and, in some cases, develop or approve samples. An experience centred on catalogues and checkout covers only part of that journey.

SAPIO is designed to bring discovery and business development together in one environment. Manufacturers, brands, distributors, wholesalers and other suppliers can present what they sell and, where applicable, what they can produce. Professional buyers can initiate an opportunity based on an existing product or their own specifications.

From marketplace discovery to commercial relationships

At the heart of the B2B model is the Sapiro Business Deal (SBD), which enables buyers to initiate an opportunity directly with a selected company. The Business Deal follows the development of the opportunity, preserving its commercial context through qualification, sampling where required, negotiation, agreement and order.

This process is intended to support both first purchases and recurring relationships. Each company retains control over the professional customers it approves and the terms it negotiates. Marketplace B2B verification and commercial approval by each store are separate steps, preserving each supplier's autonomy.

Alongside this, the Direct-to-Consumer (DTC) channel enables companies and brands to sell directly to consumers through a catalogue, basket and checkout experience. Both journeys share the ecosystem while addressing different commercial needs.

A commercial layer connected to company systems

SAPIO manages companies' external commercial presence and relationships. ERP systems continue to manage each company's internal processes. Progressive integration between these environments is intended to reduce duplicated information and connect business development more closely with operational execution.

Expansion through partners

The growth strategy combines shared infrastructure with a network of partners close to companies and their markets. Sapiro Business Partners support store onboarding and commercial development; integration partners contribute to connections with business systems and technical implementation.

A governed taxonomy organises the offering and allows categories to evolve in a controlled way. The ambition is to replicate the model across sectors and geographies, adapting operations to each market. Expansion will depend on partner quality, company adoption and effective buyer demand.

Revenue model

The planned business model combines recurring maintenance and ecosystem access fees with transaction commissions. The commercial structure is intended to reflect the nature of each flow, including consumer sales, catalogue B2B and negotiated industrial business. Promotional and visibility services provide a complementary monetisation stream.

This combination seeks to align platform revenue with usage and the business generated by participating companies. Sustainability will need to be demonstrated through store retention, repeat purchases and margins after acquisition, commercial support, technology and operating costs.

Trust and governance as part of the product

The model provides for a central customer identity and separate commercial relationships with each store. B2B negotiations and terms remain private between buyer and supplier, with exceptional access subject to permissions and auditing. Marketplace management and partners are expected to work primarily with aggregate indicators within their respective areas of responsibility.

This separation between central governance and commercial autonomy is intended to accommodate companies with their own pricing policies, customer relationships and distribution channels.

Perspective for investors and strategic partners

The investment thesis rests on the combination of DTC and B2B commerce, the development of commercial relationships within the marketplace and expansion through partners. SAPIO remains at an early stage: these elements describe its proposition and strategic direction rather than proven operating scale.

The priority is to validate the complete experience with real companies and buyers, from onboarding to orders and repeat business. Validation metrics include active stores, qualified opportunities, Business Deal conversion into orders, gross merchandise value, recurring revenue and retention. Adoption, technical execution and expansion efficiency are the key factors to demonstrate.

SAPIO seeks dialogue with investors and partners who can contribute capital, access to companies and markets, or technological capabilities. The objective is to turn initial validation into a sustainable, repeatable growth model.

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